

Helena College Non-Academic Program Review

Year: 2021-22

Review: Marketing & Communications
2021-22

Author: Breitbart, Donna

Status: Published

Section 1: Mission, Goals, Objectives

Narrative:

With the changes in leadership at Helena College, the Marketing Department has had several iterations and responsibilities since April 2019 including Marketing & Development; Marketing & Communication; and now Marketing, Communication, & Alumni Relations.

Mission:

The Marketing Department employs strategies designed to inform the public on the college's mission, programs, and services while supporting recruitment efforts and facilitating internal communications.

Recommendations:

The last program review associated with the Marketing Department was completed in 2015-2016. In that review, the recommendation was to add a new employee to the Marketing Department with the skills necessary for website management and graphic design. This position would provide technical, artistic, and graphic work in the development of publicity, informational, and marketing materials and be proficient in website management to transfer those materials to the Helena College website. They recognized that the Helena College website was the institution's primary recruitment tool, but there wasn't enough internal bandwidth to dedicate the time necessary to ensure the website received the attention it needed.

This recommendation never came to fruition and the website continues to be a pain point for both prospective students and employees. In addition, we continue to outsource various graphic design projects that will require external updates on a regular basis to ensure our materials are up to date.

Strategic Goals:

The annual plan for the Marketing Department developed for the 2018-2019 academic year was created by a previous employee, please note that the 3-year annual goal summary does not reflect this. Many of the action items are related to bettering campus communication and the internal awareness of various initiatives and events. The goals were focused on SG1.1 and all but one has either been completed or is ongoing—the remaining goal was deferred and later reworked into other goals focusing on external and internal marketing and communication.

For 2019-2020 and 2020-2021, there was a focus on campus communication and creating new opportunities for the community to engage with Helena College. We successfully introduced campus newsletters and facilitated two initiatives for community engagement, STEAM Month and a series of events focused on CTE. Unfortunately, with ongoing developments surrounding COVID-19 we have not been able to continue with these initiatives or new ones.

Given the challenges that exist with the Helena College website, we have not been able to create an easily accessible communication repository.

The department also met with each area on campus to discuss their communication needs. Many areas did not need a plan and were uninterested in ongoing communication outside of the existing weekly campus newsletter, however, it did lead to identifying the three areas that did: Recruitment, Dual Enrollment, and Financial Aid.

Many of the ongoing goals depend on strides being made in other areas to bring goals to completion such as a marketing plan to highlight and promote Helena College's new academic pathways. While there have been some strides in planning and outlining the career and academic pathways at Helena College, we are still working on some of the more basic aspects that are required to have the content necessary to create a marketing plan, including the types of careers and transfer programs that a prospective student can pursue.

Strengths:

Successes:

1. Business & Accounting Recruitment Campaign: Leveraging grant funding, the Marketing Department created and executed a strategic marketing campaign for the Business & Accounting programs at Helena College. This campaign resulted in increased enrollment and registration in these programs, as well as increased community recognition.
2. Updated branding guidelines: The updated branding guidelines have allowed the campus community access to the correct Helena College logo, font, and colors. This is essential to presenting the College in a cohesive way and strengthening brand recognition.
3. New creative collateral: Over the last three years, the Marketing Department has produced and contracted the creation of new graphics, photography, and video. Collateral includes over a dozen various postcards, three new onesheets, eight videos, and more.
4. Diversifying promotional channels: The Marketing Department has leveraged various methods of promotion to strategically create more comprehensive marketing campaigns. This includes digital advertising, traditional print advertising, social media, YouTube, sponsorship of the Summer Olympics, billboards, search engine marketing via keywords, OTT advertising for streaming on smart TVs, and more. By varying these promotional channels, the Marketing Department has been able to reach more people, increase prospective student inquiries, and raise awareness for Helena College.
5. Increased campus communication: By introducing new campus-wide emails for students, leadership, HR, and Financial Aid, the Marketing Department has been able to increase the access to and communication of campus updates and other important information needed by both employees and students.

Challenges:

There was no overlap or training with the new director's predecessor when they started in April 2019. There wasn't any documentation presented through the onboarding process outlining preexisting plans for the Marketing Department, contact information for advertising reps or consultants and freelancers who were previously used, a list of platforms the College uses for marketing and the passwords for them, or any guidance on ads, tasks, and promotions that should be performed annually. From the files available, it was evident that there wasn't a marketing and communications plan already in place, or any recent examples from previous years on what had happened, what was effective, and what the various department expectations would be—most, if not all, efforts seemed to be reactive without a strategy. The marketing and communications program needed to be built from the ground up—with the changes in leadership at the college, changes in the responsibilities of the Marketing Department, and the employee turnover in the director's supervisor, it has been difficult to continue to build consistency for the program.

Another challenge has been shifting the campus culture and views on the role and responsibilities of the Marketing Department. For example, many departments across campus do not plan for or create a line item in their budget for things like printing, graphic design, or signage as they look to the Marketing Department to cover those expenses. This has led to the department having a large spend down at the end of the fiscal year to use up funds that were being held, just in case someone needed this department's budget. This practice limited the department's ability to proactively plan for advertising, photography, design projects, and other consultant costs. In budget planning for AY21-22, the Marketing Department created a detailed plan for the budget that would allow for better and more strategic use of funds with a 10% contingency to help cover unplanned marketing expenses for both the Marketing Department and other departments across campus. Later in this review, a recommendation is noted on an additional way of addressing this budgeting issue.

Helena College also had no current materials to promote the college and programs offered here. The preexisting materials, rack cards, are incredibly outdated and were designed in a way that made them inaccurate almost immediately after printing—the costs and classes listed remained relevant for only one year though the cards were used for several, so prospective students did not have the correct information. With no graphic designer on staff, these documents were previously outsourced and will continue to have to be outsourced as that is a very specific skill set. In addition to needing to hire an outside contractor for the creation of collateral, it has been a challenge to get any content from faculty to feature on promotional material. The information listed on previously designed materials does not feature up-to-date program descriptions or reflect the current best practices for recruitment materials. In an effort to begin culling this information Marketing Department created a program information template in the 20-21 academic year. This template was rolled into the annual plans for the 2021-2022 academic year. This process has not proven to be totally successful thus far, the questions associated with the template were not required fields and it was reported that not many annual plans answered the questions—the Marketing Department has requested a full report on this section from each plan to identify where the holes are. Without this information, it becomes nearly impossible to create any of these materials.

The Helena College website continues to be a challenge and seems to be a point of contention on campus. When the website was last redesigned, which took place prior to the onboarding of the current director, a committee was formed to assist in the process, but their findings and recommendations were not taken into account with the final product. The website is the number one recruitment and marketing tool for Helena College. In its current state, the website is not easily navigable and has no clear website map—this has led to numerous pages with outdated information still existing on the website. Per the previous challenge, there have also been hurdles in collecting new information to update the website. The Marketing Department has been working with the IT Department to systematically correct some of the largest issues, but we do not have anyone on campus who has the skills and bandwidth to make the changes necessary. From AY18-19 through AY20-21 there was not sufficient funding to pursue a website redesign—this includes costs associated not only with the technical work of building the website but in the creative collateral (photos, video, graphics) and ensuring the content is search engine optimized. There are plans to go to RFP in AY21-22 for a website redesign, however, without sufficient support for website management on campus and the technical know-how, we risk ending up in the same place we are now a few years down the road.

Section 2: Procedure for Operation

Procedures:

The Marketing Department has created a folder on the Employee Shared Drive to store various assets and documents the greater campus needs access to. This includes the branding guidelines, logos, and fonts for Helena College; templates for email signatures and PowerPoint presentations; graphics customized for various departments featuring the Helena College Logo; virtual meeting backgrounds; photography; and letterhead.

A Marketing Toolkit has also been developed to provide guidance to the Helena College Campus Community on most - if not all - commonly used channels and design specifications for publicizing campus programs, services, and other initiatives. This toolkit includes sample timelines for promotion, the various channels for promotion available to the campus, and design specs and tips for anyone looking to create their own graphics or marketing materials to use in the promotion of internal events and initiatives. The Marketing Toolkit should be updated on an as-needed basis.

In the 2020-2021 academic year, the Marketing Department developed a program information template to help secure details on each program for promotional purposes including the website, collateral, and public relations. As previously outlined in the section on challenges, this has not been a smooth rollout. Ideally, this information would be updated yearly prior to the start of recruitment for the following academic year, as well as on an as-needed basis to ensure we are always sharing accurate information.

There is also now a document that covers the various vendors we work with, their contact information, and notes on projects they worked on. In addition, a new budget tracking format for the department was created that outlines specific plans and dates for advertising dollars as well as other projects to provide a clear overview of how dollars are planned to be spent, where they are going, and any notes associated with those activities.

In addition, the Marketing Department worked with IT to create a department-specific email that is used to sign in to all accounts. The next step is working with IT to create a secure collection of those accounts and passwords leveraging new software that IT has procured.

In the future, a guide will be developed on leveraging social media focusing on Helena College's preexisting channels controlled by the Marketing Department. The department is also considering developing templates that departments and areas can use to create fliers, there have not been enough examples of the types of templates that would be needed to begin this process.

Section 3: Staff Profile

Staff:

Marketing, Comm., and Alumni Rel. Staff Profile

Name	Title	FTE	Years	Highest Education
Donna Breitbart	Director of Marketing and Communications	1.00	2.50	Masters

Changes in Staffing Needs:

In the last program review that was completed in the 2015-2016 academic year, the recommendation was to hire an employee for the Marketing Department who could be responsible for graphic design and assist with website management. This recommendation did not come to fruition, likely due to budgeting constraints, but it remains a need for the department.

Staff Professional Development:

Marketing, Comm., and Alumni Rel. Staff Prof. Dev.

- Donna Breitbart
- 2019: RNL National Conference
- 2020: OHO U Conference
- 2021: Clery Act Compliance Training
- 2021: OHO U Conference

Section 4: Organization context and Impact

Collaborations & Dependencies:

There isn't a department on this campus that does not depend on or partner with the Marketing Department. Whether that is internal communication, external communication, design work for anything from the campus newsletter to fliers to postcards and more, advertising, press coverage, events, mailings, initiatives, promotion, printing, social media, signage, etc., each area on campus relies on or works with the Marketing Department. As previously mentioned, most departments have no line items on their budget for things like printing, design work, or promotional items. This presents several challenges to a department of one, including being able to properly allocate time, resources, and dollars effectively.

Some of the most significant partnerships and dependencies include:

Admissions & Recruitment: Marketing and Admissions & Recruitment partner together to set the course for communications and promotion efforts to drive interest in Helena College and move prospective students through the admissions funnel. The partnership between the two departments has progressively continued to strengthen and build upon the foundations laid each year. Marketing has also provided access to MailChimp for the Admissions Counselors so they can keep track of leads and communications with prospective students. The two areas have also been heavily involved in creating the RFP for a new CRM for our campus and will lead the efforts for the implementation of that platform.

K-12 Partnerships: The Marketing Department partners with K-12 Partnerships to help promote and recruit for dual enrollment, events, and the NEH Grant. As the K-12 Partnerships area does not have a budget, they depend on the Marketing budget for advertising, swag, and other costs. Marketing has also provided access to MailChimp for the K-12 Partnerships, so they better communicate with their students.

Division Chairs: The Marketing Department meets monthly with each of the division chairs to discuss needs and initiatives for their areas. Marketing is dependent on each of the division chairs to communicate the needs of their areas as they pertain to marketing, promotion, and social media. These chairs are essential to ensuring that marketing understands the priorities of their areas and has the information and content necessary to fulfill those needs.

Campus Faculty: The Marketing Department depends on-campus faculty to supply up-to-date information on their programs.

Financial Aid: Marketing and Financial Aid partner together to produce communications for prospective and current students about financial aid opportunities.

IT Department: The IT Department is relied heavily on by the Marketing Department to facilitate website updates and changes.

New Collaboration:

Student Life: The addition of a person to head up Student Life on campus in the 21-22 academic year presents a new opportunity for the Marketing Department to collaborate on wellness and student life initiatives.

Forthcoming collaborations will include working to build out marketing programs for new programs including cosmetology and avionics. In addition to this, the Marketing Department will begin to promote 3-5 programs yearly, based on priorities set forth by division directors and Dean's Cabinet.

Section 5: Stakeholders, Data, and Assessment

Primary customers/stakeholders:

Similar to the section on dependencies and collaboration, the Marketing Department has a broad range of customers and stakeholders. Some of the most consistent customers/stakeholders include:

- a. Admissions & Recruitment
- b. Helena Community
- c. Helena College Foundation
- d. Helena College Students

Service to stakeholders/customers:

From promotional materials, mass emails, swag, branding consultation, and public relations, the Marketing Department provides services to every area on campus and is the primary point of contact for community awareness for Helena College. A brief overview of the most consistent customers/stakeholder include:

- a. Admissions & Recruitment: Marketing works very closely with the Admissions & Recruitment team to develop communication plans and materials for prospective students, order swag, and promote recruitment initiatives via email, social media, direct mail, as well as graphic design (both internally and via freelancers), and more.
- b. Helena Community: Via social media, advertising campaigns, marketing collateral, and community initiatives the Marketing Department provide the community its most consistent link to a range of information about Helena College.
- c. Helena College Foundation: The Marketing Department guides and supports the initiatives of the Foundation, such as GivingTuesday, direct mail, the Montana Access Scholarships, and more, via marketing tactics including the Helena College social media, public relations, email, and collateral.
- d. Helena College Students: The Marketing Department oversees and manages many of the channels that students use to find information, this includes the website, campus emails, digital signage, campus calendar, and printed materials.

Decision Making Support:

Currently, the main sources of data are:

1. Analytics we can pull from MailChimp to assess email effectiveness through open rates and click-through rates.
2. Analytics provided by Facebook and Instagram to show the reach of our social media posts and what is performing the best
3. Feedback provided by departments and students

Once the website is redesigned, we will have access to a much higher and more significant level of analytics to show us which of our advertising and promotional efforts are the most effective. This also helps us better determine how people move through our website and how they found us. The hope is also that we will be able to work with an outside contractor to leverage Google Analytics.

The addition of a CRM on campus will also provide us with clearer data on where our inquiries come (events, advertisements, dual enrollment, etc.) from and follow them through the funnel from there to registration and the fifteenth day of class. This will help us make more informed decisions on the most effective tactics for quality leads.

The Marketing Department has also begun utilizing forms in order to create a streamlined process for requests from other departments as well as better track services being provided, departments requesting those services, and what areas the request is meant to bolster, i.e. recruitment, retention, etc.

Section 6: Budget and Efficiencies

Changes in revenue and expenses:

There have been quite a few changes in the Marketing Department over the last three years, this includes vacancy in the director position, changes in the title and responsibilities of the current director, and some software funding being taken over by IT. The Marketing Department has also invested in new photography, video, graphic design, and outside consulting on social media--consultant and professional services have seen an increase in spending.

As previously mentioned, many departments across campus do not plan for or create a line item in their budget for things like printing, graphic design, or signage, they look to the Marketing Department to cover those expenses.

This has led to the department having a large spend down at the end of the fiscal year to use up funds that were being held, just in case someone needed this department's budget. This practice limited the department's ability to proactively plan for advertising, photography, design projects, and other consultant costs.

Improved Efficiency:

In budget planning for AY21-22, the Marketing Department created a detailed plan for the budget that would allow for better and more strategic use of funds with a 10% contingency to help cover unplanned marketing expenses for both the Marketing Department and other departments across campus.

Resource Needs:

Later in this review, a recommendation notes that it would be beneficial to have areas and departments on campus plan for marketing expenses, within their budgets, but have those funds live in the Marketing Department budget as earmarked dollars to ensure the money is leveraged in the best possible way to meet the goals of that department and area.

In addition, the department would save on consultant and professional services while also maintaining consistency in our look, feel, and tone, by bringing on a position that would be responsible for graphic design, social media, and website updates. This would also allow the Marketing Department to put additional resources behind social media which is quickly becoming the number one way prospective students, both traditional and non-traditional, judge the institution and whether or not it is a fit for them.

Section 7: Recommendations and Preliminary Implementation Plan

Rec #	Title	Recommendations
1	Additional marketing employee	<p>Recommendation: Build a job description for a Digital Marketing Coordinator and hire an additional employee for the Marketing Department with the skillset necessary for graphic design, social media, and website management.</p> <p>Please note: This builds upon a previous recommendation during the last program review for the Marketing Department, as noted in Section 1-B, but has not come to fruition on our campus.</p> <p>Rationale: The need for an employee with graphic design and website skills has been ongoing since the last time the Marketing Department went through the program review process. As stated throughout this document, this skill set is essential to ensuring Helena College has the essential materials necessary to recruit students to our programs and inform current students about services and opportunities across campus. The need for designed and printed materials continues to grow and we are now looking at over 120 designed degree maps and new collateral for every program on campus for recruitment purposes—both of which will have to be updated, at minimum, on a yearly basis. Outside contractors charge more per hour for the type of work than the hourly wage would be to have someone with this skillset in-house. By moving graphic design in-house, we ensure that the look and feel of our materials stay consistent and we can be more flexible and efficient in getting this work done. By also requiring this role to have website management skills, we can address the needs and attention required of the website as well and ensure that we are never in the position we are currently with the website again.</p> <p>Success Target: The successful outcome of this recommendation would be hiring someone for graphic design, social media, and website management in-house.</p> <p>Success Strategy: First, the addition of an FTE to the Marketing Department would have to be approved by BMT. After that, a job description will have to be written for this role, then approved and classified by UM. A search and hiring process would then have to take place to begin receiving applications.</p> <p>Success Resource: The Marketing Department will need to have additional funds allocated in order to cover the salary and benefits of this new position. Also, the Marketing Department would need a workspace (both a location and office furniture), a computer, and a digital camera for the new role. In addition, the Marketing Department would require a subscription to a social media management platform, such as Agorapulse, to make the management of Helena College's accounts more streamlined as they would now be controlled by more than one person.</p> <p>Resp. Party: Marketing, Communication, and Alumni Relations</p> <p>Cabinet Feedback: Cabinet prioritized this recommendation as #3.</p> <p>While we agree this would be ideal, more research needs to be done in order to make decision.</p> <ol style="list-style-type: none"> 1. Research time and resources freed up in IT Department with this hire 2. Quantify how much currently spent with vendors that could be used to fund position 3. Research similar positions in university system in order to get a better understanding of cost and responsibilities 4. Explore idea of sharing position with another institution in order to share costs <p>This will be assigned to the new director with support by Tricia. As we currently have a good connection to vendors and have built up materials that can be used for the upcoming year, this project will be moved after the social media student ambassador project is completed.</p>

<p>2</p>	<p>New marketing budget process</p>	<p>Recommendation: Develop a budgeting process in which departments are asked to determine their department's marketing expenses for things like printing, signage, swag, graphic design, etc. That would then be treated similar to the way professional development is, the funds would not exist in the individual department budgets but would be moved into the Marketing Budget and designated for that department.</p> <p>Rationale: As stated in the challenges and budget section of this review, departments and areas do not usually plan for marketing expenses--whether that be by creating a line item in their budget, or informing the Marketing Department of needs so costs can be accounted for prior to the creation of a new budget.</p> <p>Success Target: A process will be put in place for requesting marketing funds that is similar to how Professional Development funds are handled.</p> <p>Success Strategy: A process will have to be designed and rolled out to campus with enough time in advance of budget planning for departments and areas to account for the new process. The Marketing Department will then have to meet the other departments and areas to help plan for and facilitate the spending of these dollars.</p> <p>Success Resource: The Business Office would need time to develop the accounting aspects of this process and the Marketing Department would also need time to meet with departments that would utilize this process about opportunities and costs.</p> <p>Resp. Party: Marketing, Communication, and Alumni Relations</p> <p>Cabinet Feedback: Cabinet prioritized as number 4.</p> <p>At this point, our campus community will first need some training to better understand marketing and communication processes before moving forward. One of our concerns is setting up unrealistic expectations by the campus for the director to be able to complete projects simply because they are in someone else's budget. We support the idea of allowing the new director to move forward with this training and continuing to explore this concept with the budget management committee. One idea was to potentially create a pot of marketing funds that would be available by application. Applications would need to be connected to our strategic plan and would be reviewed by a committee.</p> <p>Steps to move this forward: 1.For those departments where budgeting for printed items is already included, continue as is 2.New Director work on campus training on marketing processes to avoid the issue described above 3.Director work with BMT to establish best process to create a pool 4.Director work with BMT to determine the best mechanism for budgeting of departmental marketing/promotion needs</p>
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<p>3</p>	<p>Website/marketing audit</p>	<p>Recommendation: Implement annual departmental audits of website content and marketing materials.</p> <p>Rationale: Collecting information to ensure the website, materials, and any other resources are updated in a timely fashion has been difficult. As mentioned in the challenges section, the Marketing Department created a program information template in the 20-21 academic year to test a new way of collecting current information on our programs. This template was rolled into the annual plans for the 2021-2022 academic year.</p> <p>This process has not proven to be totally successful thus far, the questions associated with the template were not required fields and it was reported that not many annual plans answered the questions—the Marketing Department has requested a full report on this section from each plan to identify where the holes are.</p> <p>The creation of this process was a test run of how something similar could be created for other areas on campus that have materials or a presence on the website. This did not move forward as the initial test with academics was not successful.</p> <p>Success Target: Website content and marketing materials are up-to-date and contain accurate information. Improved efficiency in the production of timely materials.</p> <p>Success Strategy: To be determined in collaboration with Dean’s Cabinet</p> <p>Success Resource: The corporation and time of the various departments and areas on campus, as well as the time of the Marketing Department to oversee the process and assist with the implementation of updates.</p> <p>Resp. Party: Dean's Office</p> <p>Cabinet Feedback: Highest priority per cabinet review.</p> <p>High priority for campus. Ties nicely with the upcoming year 6 accreditation visit scheduled for next spring. First step will need to be to develop a process. As the ALO, Sandy will add this to the project plan she is creating Summer 2022 for the year 6 visit and will be assigned responsibility for this recommendation. A small team will be brought together with the goal of developing a process by start of Fall 2022 to be rolled out to campus.</p>
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<p>4</p>	<p>Social media ambassador</p>	<p>Recommendation: Develop a student-led social media program similar to the student ambassador program where students would act as influencers for Helena College and create content for the College's social media channels.</p> <p>Rationale: Social media continues to become one of the most important outlets Colleges have, outside of the website, in showcasing campus offerings, both academic, extra-curricular, and social, to prospective students and the community. Today, social media influencers are one of the main tools used by brands to raise awareness of their products and get consumers to purchase them.</p> <p>In the creation of a student-led social media program similar to the student ambassador program, we:</p> <ol style="list-style-type: none"> 1. Would require the students to post about Helena College a certain number of times each week on their own social media accounts. With the way algorithms work for social media, this is our best chance of expanding awareness of Helena College to people we would not otherwise have access to. In addition, we are able to showcase near-peer testimonials and experiences in a way that is authentic and connects with our audience. 2. Have boots on the ground on our campuses that can capture daily happenings, academic programs, student stories, and more. This expands the bandwidth of the Marketing Department by providing additional content for Helena College's social media channels and also assists in the expansion of our presence to new channels like Tik Tok where the quantity of posting is most important. 3. Give students real-world experience within social media and marketing that they can put on their resumes. <p>Success Target: The successful outcome of this recommendation would be the creation of a student-led social media program that would expand Helena College's reach and presence across social media channels.</p> <p>Success Strategy: First, a student-led social media program would have to be developed including a list of responsibilities, an application, and a code of conduct. We would also need to determine the compensation these students would receive for participating in the program. The program would then need to be marketing to students with a deadline for applications which would then be reviewed prior to students being selected.</p> <p>Success Resource: Either a tuition waiver for student compensation or additional funds allocated to the Marketing Department to cover stipends for these students. The Marketing Department would need a shared workspace for student participants (both a location and office furniture), computer(s) they can work from, and an iPad for each (if they are allowed to keep the iPad, this can also be used as a part of their compensation/incentive) that they can use to capture images/video and create social media posts. In addition, the Marketing Department would require a subscription to a social media management platform, such as Agorapulse, to manage and monitor Helena College's accounts--this would also eliminate the possibility that of needing to share direct access or passwords to the College's accounts.</p> <p>Resp. Party: Marketing, Communication, and Alumni Relations</p> <p>Cabinet Feedback: Responsibility will be assigned to the new director, working with Tricia to budget for both ambassador position and funding for the social media management platform. Goal would be to have in budget by July 1, 2023 for ambassador to begin work Fall 2023. If there are funds available and the new director has time to implement sooner, would look at Spring 2023.</p>
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Cabinet

Cabinet Overall Feedback:

Great growth in this department in the last three years. The review does a nice job defining the ways in which HC could benefit from further development, and the realistic limitations without implementation of these recommendations. Cabinet agreed with the prioritization of the developer that the priority of the recommendations should be 3,4,1,2.

File Attachments

Attachment #	Attachment Title	Attachment URL
16	Marketing Budget Report FY 2019-2021	http://hc-curriculum.helenacollege.edu/ViewAttachment.aspx?id=16
18	3-Year Annual Goal Summary	http://hc-curriculum.helenacollege.edu/ViewAttachment.aspx?id=18

Area: Marketing & Communications

Developer	Year	Goal #	SG	SGO	Goal Status	Action Item	Results	Future Actions
McAlmond, Barb	2018-19	1	SG1	SG1.1	Ongoing	Develop & Maintain a Comprehensive College & Community Engagement Events Calendar	A campus events calendar was added to these pages and pertinent events uploaded.	In the future, the calendars should be coded and segmented so interested parties can find information as quickly as possible. The best way to do this right now is to have different versions of the calendar appear on different pages for general information and events, employee-related events, and student events and deadlines.
McAlmond, Barb	2018-19	2	SG1	SG1.1	Ongoing	Create and Maintain a College Leadership "Communications Hub" Website & Facilitate Related Communications	This was created, but not well maintained so information was out of date.	We are now creating employee and student newsletters. Links to the online versions of these will replace the information currently on these pages.
McAlmond, Barb	2018-19	3	SG1	SG1.1	Completed	Create and Maintain an SEP Website & Facilitate Related Communications	There is a page on the Helena College website that contains the up-to-date information on the SEP process and plans.	
McAlmond, Barb	2018-19	4	SG1	SG1.1	Deferred	Develop a Comprehensive Internal & External Marketing & Communications Action Plan	With the vacancy in the marketing and communications position, this was not created.	
Breitbart, Donna	2019-20	1	SG1	SG1.1	Ongoing	Create weekly newsletters that are distributed to students and employees featuring campus news, announcements, activities, and other opportunities. Work with departments and individuals to gather important information and encourage communication about various activities and initiatives on and off campus. Create a webpage where the archives of the weekly newsletter are stored for continued access.	This past year, we have distributed weekly newsletter emails to students--this is also sent to employees to know what the students have gotten. In addition, we have continued to communicate with students via email marketing to let them know about events, opportunities, and deadlines through stand alone emails. For employees, they receive the student weekly newsletter as well as a Monday memo from the Dean/CEO and a weekly/as needed email update from HR. We have a landing page set up that has archived all of our COVID-19 emails and communications to the campus community. We have not set up a page that archives all of the newsletters, but this is currently in the works.	Create a campus communications repository on the website where all newsletters and campus emails can be archived.

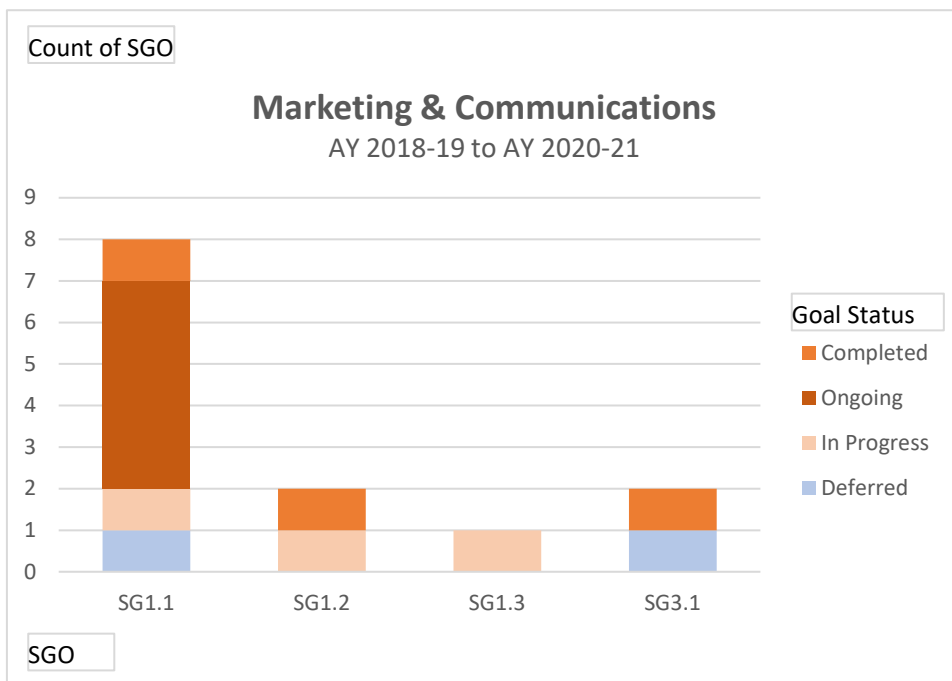
Area: Marketing & Communications

Developer	Year	Goal #	SG	SGO	Goal Status	Action Item	Results	Future Actions
Breitbart, Donna	2019-20	2	SG1	SG1.1	Ongoing	Work with departments to create a streamlined process to help facilitate strategic communication plans for their areas.	Working with the various departments on creating this has been a struggle over the last year. Pulling this type of project together requires a lift from departments and that was easier in some areas than others. While not comprehensive, the weekly student newsletter provides an outlet for departments to communicate with students and employees that did not previously exist.	Before going down the path of plans that are for specific departments, some of which are not needed or wanted, we need to do an inventory of all of the collateral that gets sent out to students and create a repository of these documents/messages so they can be easily updated in the future. This will help ensure consistency with the look and feel, as well as messaging, across departments.
Breitbart, Donna	2019-20	3	SG3	SG3.1	Completed	Create opportunities for the community to interact with Helena College including a series of events focusing on STEAM and a series of events focusing on CTE.	We hosted a STEAM Month and a CTE month in the 19-20 academic year. These events helped form partnerships with community partners including Sci Girls, Gulch Distillers, Exploration Works, Helena WINS, Boeing, and more. Events during these months were also covered by the press and garnered both community attendance and interest.	Moving forward, events like these give us an opportunity to engage with audiences that we would not normally. Unfortunately, in a world of COVID-19, doing in-person events like these is not really an option. However, I plan to work with the k-12 Partnership Director and CEWD department to figure out how we can work together to engage people digitally.
Breitbart, Donna	2019-20	4	SG1	SG1.1	Ongoing	Work with the pathways design teams to create a marketing plan to highlight and raise awareness for Helena College's new pathways.	A Marketing and Recruitment Team for the pathways project was formed. Guided Pathways did not make much headway this past year and that foundational work must get done prior to creating a plan to promote new pathways.	While Guided Pathways is working on creating the new pathways and mapping, the Marketing and Recruitment Team will focus on refining prospective student engagement.
Breitbart, Donna	2020-21	1	SG1	SG1.3	In Progress	#NAME?	We are still in the process of getting the landing page created for the newsletters moving forward.	We will be adopting a new CRM and looking into if this will satisfy our needs for an email archive, or if we will need to create a landing page on the website for one. As for the repository, OCHE is currently looking at digital assets management systems. We've reached out about piggybacking off of what they go with. This would then act as our repository moving forward.
Breitbart, Donna	2020-21	2	SG3	SG3.1	Deferred	Create an alumni relations program and a communication plan to connect with alumni to be used now through Mailchimp and will provide a framework for implementation of a CRM in the future.	We gathered our first set of alumni information this year from the 2021 graduates. The plan is to move their information into a different list in MailChimp as well as upload them to the new CRM.	We will be looking to see what events and activations we have ongoing on campus that we can invite alumni to as a way to engage them and stay in touch while ensuring we have a relevant call to action.

Area: Marketing & Communications

Developer	Year	Goal #	SG	SGO	Goal Status	Action Item	Results	Future Actions
Breitbart, Donna	2020-21	3	SG1	SG1.1	In Progress	Work with the pathways design teams to create a marketing plan to highlight and raise awareness for Helena College's new pathways.	With all of the video content we have been able to get this year, program-specific video ads for social media are now a possibility and something we are hoping to implement next year.	We are not far along enough to have a fully comprehensive marketing plan for the various pathways. This coming year we will be looking at the best way to position pathways for marketing collateral including degree maps and one-sheets on the various collective pathways. The biggest hurdle for this is information from faculty on each of their programs. We created a program template form that is being reviewed by the SEP team to cull this information. Another missing piece is information on possible careers for each of the pathways. Hopefully, with our Career Coordinator in their second year, this is something that can be a focus for them.
Breitbart, Donna	2020-21	4	SG1	SG1.2	In Progress	Develop a recruitment communications plan in partnership with the Recruitment and Enrollment Team to used now through Mailchimp and will provide a framework for implementation of a CRM in the future.	We created the framework for a plan and began implementing consistent and varied outreach with our prospects. This includes new postcards focusing on the value of Helena College and encouraging prospects to visit our campus. In addition, we have sent other recruitment-related emails to them and have also begun sending them an incoming/prospect edition of Financial Aid Fridays.	We are working to collect more information to build upon the communications we are already sending out including focused emails on various student services and supports, intros to our student ambassadors, and more.
Breitbart, Donna	2020-21	5	SG1	SG1.2	Completed	Further develop HC Stars program by developing a messaging campaign and consistent format for annual offerings of the program.	We were able to redesign the description and application for nominations to more clearly define the type of student who is eligible for this scholarship. We also created a new rubric and pulled a team together to review the nominations and score them appropriately.	I don't believe we received nominations from each of our partners, so this is something to take a closer look at how we can encourage 100% participation in the future.

Count of SGO	Column Labels				Grand Total	
	Row Labels	Deferred	In Progress	Ongoing		Completed
SG1.1		1	1	5	1	8
SG1.2			1		1	2
SG1.3			1			1
SG3.1		1			1	2
Grand Total		2	3	5	3	13



The University of Montana
Multi-Year Comparison of Operating Accounts
H01032

Fund: 411000 General Operating
 Orgn: 431106 Marketing

Account Type Levels / Accounts	2019	2020	2021
60 Personal Services			
61 Salaries and Wages			
61124 Contract Professional	40,759	70,700	67,032
61125 Classified Employee	0	0	0
61133 Termination Pay-Sick Leave	3,217	0	0
61134 Termination Pay-Vacation	4,887	0	0
Salaries and Wages:	48,863	70,700	67,032
62 Hourly Wages			
61224 Hourly-Non Classified Employee	0	0	800
Hourly Wages:	0	0	800
63 Other Compensation			
61311 Communication Device Allowance	520	624	433
Other Compensation:	520	624	433
64 Employee Benefits			
61401 FICA	2,996	4,419	4,198
61402 Retirement	0	0	72
61403 Group Insurance	10,540	12,648	12,648
61404 Workers Compensation	47	255	260
61409 Medicare Tax	701	1,033	982
61410 State Unemployment Tax	211	178	174
61415 TIAA-CREF Retirement	3,944	6,841	6,515
61415A TIAA-CREF 1% HB95	408	707	673
61499 Benefits-General	0	0	0
Employee Benefits:	18,846	26,082	25,522
Personal Services:	68,229	97,406	93,787

70 Operating and Capital

71 Other Services

62102 Consultant & Professional Services	2,185	7,476	23,088
62107 Laundry	0	24	15
62108 Legal Fees & Court Costs	0	0	762
62115 Photographic Services	539	300	200
62136 Information Technology Services	4,370	0	0
62191 Printing	1,382	7,290	2,915
62199 Contracted Services-General	0	0	0
Other Services:	8,476	15,090	26,980

72 Supplies

The University of Montana
Multi-Year Comparison of Operating Accounts
H01032

Fund: 411000 General Operating
 Orgn: 431106 Marketing

Account Type Levels / Accounts	2019	2020	2021
70 Operating and Capital			
72 Supplies			
62203 Clothing & Personal Supplies	35	2,857	115
62204 Educational Supplies	0	0	179
62210 Minor Equipment	280	4,590	0
62214 Printing Supplies	50	890	44
62225 Books & Reference Materials	37	13	0
62232 Safety & Security Supplies	0	0	0
62241 Office Supplies	246	106	890
62245 Computer Equipment <\$5,000	132	317	278
62250 Pro-Card	0	0	0
62255 Promotional Aids	2,682	1,759	2,868
Supplies:	3,463	10,533	4,375
73 Communication			
62304 Postage & Mailing	0	1,084	149
62309 Local Advertising-Non Recruitment	2,642	14,068	11,195
62311 Advertising-Radio Non Recruitment	0	0	1,554
62399 Communications-General	0	0	0
Communication:	2,642	15,152	12,898
74 Travel			
62401 In State Personal Car Mileage	50	53	0
62405 In State Other	24	46	0
62406 In State No Receipt Lodging	0	0	0
62407 In State Meals-Non Overnight	0	0	0
62408 In State Lodging	205	24	0
62494 Non-Employee Mileage	0	110	0
62497 Non-Employee In State Lodging	0	85	0
62499 Travel-General	0	0	0
Travel:	279	318	0
77 Repair & Maintenance			
62750 Software Maintenance	0	20,000	317
Repair & Maintenance:	0	20,000	317
78 Other Expenses			
62802 Subscriptions	898	2,530	1,309
62809 Education Training Costs	999	0	0
62815 Recruiting	19,022	4,074	699
62817 Meetings & Conference Costs	2,427	1,621	157

The University of Montana
Multi-Year Comparison of Operating Accounts
H01032

Fund: 411000 General Operating
 Orgn: 431106 Marketing

Account Type Levels / Accounts	2019	2020	2021
70 Operating and Capital			
78 Other Expenses			
62823 Licenses	0	10	0
62853 Public Relation Expenses	1,344	5,344	0
Other Expenses:	24,691	13,578	2,165
Operating and Capital:	39,549	74,671	46,734
80 Transfers			
88 Non-mandatory Transfers			
68801 Non Mandatory Transfer	10,000	0	0
Non-mandatory Transfers:	10,000	0	0
Transfers:	10,000	0	0
Orgn 431106 Total:			
Income (Credits)	\$0	\$0	\$0
Expenses (Debits)	\$117,779	\$172,077	\$140,522

The University of Montana
Multi-Year Comparison of Operating Accounts
H01032

Fund: 411000 General Operating
 Orgn: 431106 Marketing

<u>Account Type Levels / Accounts</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Fund 411000 Total:			
Income (Credits)	\$0	\$0	\$0
Expenses (Debits)	\$117,779	\$172,077	\$140,522

**The University of Montana
Multi-Year Comparison of Operating Accounts**

<u>Account Type Levels / Accounts</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Grand Total: Income (Credits)	\$0	\$0	\$0
Expenses (Debits)	\$117,779	\$172,077	\$140,522